

08/2018

# CAROLINE

RESULTS OF THE TASKFORCE ON  
REDUCING BUREAUCRACY



UNIVERSITÄT  
HEIDELBERG  
ZUKUNFT  
SEIT 1386



Not pictured: Daniela Fabian, represented by Thorsten Adelman

## Content

Idea  
Operation  
Summary  
English versions of forms  
Annual leave cards  
Travel management  
Classification  
Employer references  
Qualification time limits for  
doctoral candidates, § 2 para.  
1 Law on Fixed-Term Work  
Contracts in Science  
Recording time sheets for  
student and graduate  
assistants  
Procurement  
Payment transactions and  
financial accounting  
Other suggestions  
Conclusion of guest lecture  
agreements  
Reduction of the number of  
contracts when concluding  
agreements  
English contract templates  
Finding contract templates  
made easier  
Appendix »Framework  
Agreement«  
Long-term task of reducing  
bureaucracy  
Members of the Taskforce on  
Reducing Bureaucracy

## Dear University members,

In this special edition of »Caroline«, the Taskforce on Reducing Bureaucracy would like to let you know about important results from the Taskforce.

The Taskforce would like to particularly thank all those who made suggestions for their enthusiastic and constructive participation and for the valuable feedback.

Dr. Angela Kalous  
Vice-President Finance and Personnel and  
Chair of the Taskforce on Reducing Bureaucracy

## Idea

The University is no stranger to an ever-increasing number of rules and more and more complex processes. Coming from the University, and under the direction of the Vice-President for Finance and Personnel, the Taskforce on Reducing Bureaucracy was therefore set up at the end of 2017. By the middle of 2018 the Taskforce was supposed to identify a range of measures and – as far as possible – implement them. For this reason the Taskforce reviewed and pursued first and foremost those ideas which were simple and could be implemented quickly.

Website Taskforce

■ [www.uni-heidelberg.de/institutions/administration/organisation-development/bureaucracy-reduction/index.html](http://www.uni-heidelberg.de/institutions/administration/organisation-development/bureaucracy-reduction/index.html)

## Operation

In November 2017 the Taskforce requested all University employees to submit suggestions on reducing bureaucracy in the University Administration. The suggestions received were allocated to different topics, e.g. procurement, travel management or payments. With the help of assessments on feasibility from the University Administration, in its first meeting the Taskforce decided to first pursue the topics contract administration, recruitment and continuing employment, and HR administration for assistants. Subsequently, expert groups drew up measures which were then discussed and voted on, in part with further recommendations on implementation, in the Taskforce meetings. In cases where suggestions related to, for example, the University Computing Centre (URZ) or the Studierendenwerk rather than to the University Administration, they were forwarded on with a request to examine them. All of those who made suggestions will receive a personal reply to their suggestion, except in cases where the submission was made anonymously. The Taskforce agreed to meet again in mid-2019 in order to evaluate the implementation of the intended measures.

## Summary

Up to now 163 suggestions have been received. Various measures were able to be implemented directly or implementation could be started. For some suggestions, a review showed that the measure had actually already been implemented but that this was not well-known. However, the Taskforce was not able to solve all of the problems. Many suggestions had to be deferred, for example in relation to the digitalisation of administrative processes, the improvement of knowledge management, or information and communications from the University Administration. The Taskforce's view is that these require, for example, a comprehensive relaunch of the University Administration website and the development of a knowledge management system. In the following we will introduce selected measures on topics which were mentioned frequently. These measures have arisen based on your suggestions. So that you can easily identify the measures, we have highlighted them in colour.

## HUMAN RESOURCES

54 suggestions were received for the topic Human Resources, which we were able to divide into four clusters:

- Travel management
- Recruitment and continuing employment
- Student and graduate assistants
- General HR administration

In all four areas, the digitalisation of administrative processes took centre stage. Expert groups were set up for the two clusters, »recruitment and continuing employment« and »student and graduate assistants«, and they examined the corresponding suggestions in detail.

The expert group was made up as follows:

Ms. Hundt, Ms. Leyer, Ms. Gutperle, Mr. Kaiser and Ms. Dilling (Human Resources Division of the University Administration), Ms. Flämig (Dean's Office, Faculty of Behavioural and Cultural Studies), Dr. Leitner (Institute for Religious Studies), Ms. Martin (COS), Ms. Schmetzer (Kirchhoff-Institute for Physics), Dr. Thommes (Institute for Theoretical Physics)

### **Selected Results:**

#### **English versions of forms**

Many of your suggestions contained requests for an English version of the various templates and forms to be provided. Especially for forms containing personal details, an English translation of internal University forms will be offered, or an English information sheet to assist you in filling out the form will be provided (e.g. personal information form, travel expenses form). As universities, due to their international contacts and international staff, have a particular need for English forms and translation aids, the state of Baden-Württemberg has established a coordination office for all universities and colleges in Baden-Württemberg at Mannheim University, which also provides LBV forms as translation aids on a regular basis.

In future, the Human Resources Division will make these English translations available on its homepage.

Please take into consideration that the English versions of LBV forms serve only as translation aids. Unfortunately, the LBV (the State Authority for Compensation and Pensions) does not yet accept any English forms.

#### **Annual leave cards**

Annual leave cards are printed by the Human Resources Division at the start of each year and distributed to the institutes. As the cards are already filled out with the employee's contract details, the printing is only carried out during January. That way, even contracts which have a start date in January/February can also be taken into account.

The Human Resources Division will also make a blank version of the card available for download from its homepage.

#### **Travel management**

In order to digitalise travel management, Heidelberg University is currently collaborating with the other universities in the state.

Within the next one to one-and-a-half years, we aim to migrate the software. This will potentially happen in connection with a new organization and digitalisation of processes.

The suggestions submitted in the area of travel approval and travel expenses processes will therefore be deferred for the time being and picked up again in due course.

## HUMAN RESOURCES

### Classification

Some institutes expressed the desire for catalogues of activities to be provided, from which the specific classification for individual work processes could be determined. However, this type of catalogue is not helpful in achieving this goal as the classifications can often only be determined once there is an overall picture of all activities.

To nonetheless support the institutes in creating activity descriptions, a catalogue of sample wordings for activities from different areas shall be prepared by the end of the year and made available under HR Services A-Z.

### Employer references

As the creation of employer references presents difficulties time and again, it was agreed that the Human Resources Division will draft a list of examples of wordings by the end of 2018. If needed, this list can be requested from the Human Resources Division. In addition, Ms. Kunkel is available for consultation in individual cases.

### Qualification time limits for doctoral candidates, § 2 para. 1 Law on Fixed-Term Work Contracts in Science

The problem arose that cumbersome justifications had to be given if a doctorate would not be concluded during the agreed contractual period due to delays.

With immediate effect, an additional justification is no longer required for up to and including the third extension of a contract. The prerequisite for this is that the extension must be for at least three months.

The Human Resources Division does, however, request realistic projections for all extensions.

### Recording time sheets for student and graduate assistants

Several institutes expressed the wish that the requirement for student and graduate assistants to record time sheets, and/or for these to be signed off on by the institute, be waived. The requirement to document the time sheets for student and graduate assistants comes from the Minimum Wage Act. Therefore, the University has no room to manoeuvre in this respect. In accordance with the provisions of the Minimum Wage Act, the employer is responsible for compliance with the documentation requirements. As the time worked can only be documented and recorded "on-site", it must be done in the institute. However, each institute can decide independently how the organisation and implementation of this documentation is carried out, so long as it can be ensured that it is done correctly. The administration has made further information and documents on recording time sheets available.

#### Annual leave cards

- [www.uni-heidelberg.de/md/zuv/personal/formulare/urlaubskarten\\_2018.pdf](http://www.uni-heidelberg.de/md/zuv/personal/formulare/urlaubskarten_2018.pdf) (GER)

#### Contact Antje Kunkel

- [www.uni-heidelberg.de/institutions/administration/hr/team.html#K1](http://www.uni-heidelberg.de/institutions/administration/hr/team.html#K1)

#### Minimum Wage Act

- [www.uni-heidelberg.de/universitaet/beschaefigte/arbeitsumfeld/arbeitszeit/index.html#Mindestlohngesetz](http://www.uni-heidelberg.de/universitaet/beschaefigte/arbeitsumfeld/arbeitszeit/index.html#Mindestlohngesetz) (GER)

## FINANCE

In relation to the tasks of the Finance Division, 33 suggestions were submitted. First and foremost in this regard were procurement, payment transactions and financial accounting.

### Selected Results:

#### Procurement

The suggestions in the areas of central procurement related above all to the range of office supplies. The restricted range resulted in special orders frequently being necessary, sometimes leading to considerable extra effort.

To reduce time-consuming special orders, the range on offer has been increased. The expanded range is now available in the core and peripheral sections of the online shop.

This expansion means that burdensome individual orders via the Central Procurement Department are now only necessary in exceptional cases. Fixed price agreements are in place for the products from the core range; for products from the peripheral range, a discount rate on the pricelist applies. It is planned that this range of products be included in the upcoming new tender process.

#### Payment transactions and financial accounting

In the area of payment transactions and financial accounting many of the suggestions referred to the simplification of processes.

Many of these suggestions are being dealt with as part of the current eInvoice project. In this, processes for supplier invoices at first and at a later stage, step-by-step other payment processes, will be converted to purely electronic processing.

In this way duplication of work can be avoided, there is scant risk that documents will go missing and it will be noticeably easier to search for records. Processes will be made faster overall and in the future will be more transparent for all processors than before. The electronic processing of supplier invoices should be implemented by April 2020.

#### Other suggestions

As a result of the current legal requirements or objections from the auditors, suggestions such as the introduction of a credit card for researchers or a longer period of SAP access rights were unfortunately not able to be implemented. In individual cases it was found that solutions that already existed were not known about in all institutes. The people making these suggestions were informed directly and – to the extent that training is found to be needed – further training sessions will be included in the internal education programme.

## CONTRACT ADMINISTRATION

Many of the 15 suggestions received dealt with the handling of guest lecture agreements. In this respect, the desire was expressed to do without guest lecture agreements entirely or to conclude such agreements decentrally and without involving the administration. It is unfortunately not possible to do away with these agreements entirely as this is prevented by various legal aspects (e.g. budgetary and tax laws).

The expert group was made up as follows: Ms. Biebricher (Central Student Advisory Office / Career Service), Mr. Gabriel (Staff Unit Internal Auditing), Ms. Röthig (Dean's Office of the Theological Faculty), Ms. Schmitt (Department of English Studies), Ms. Schocke (Interdisciplinary Center for Scientific Computing »IWR«), Ms. Schönig-Erdinger (Staff Unit Internal Auditing), Mr. Schraysshuen (Central Procurement), Dr. Schröder (Graduate Academy), Dr. Thommes (Institute for Theoretical Physics), Ms. Winkler (Central Procurement)

### Selected Results:

#### Conclusion of guest lecture agreements

Following a pilot phase, the institutes should be given the opportunity to conclude guest lecture agreements without the involvement of the administration. Provided that the fee does not exceed the currently applicable highest rate of the Administrative Regulation on Compensation for Teaching Activities (cf. Information Sheet, P. 2, available in German only) and the administration receives a scan of the agreement concluded, the extended implementation of this measure should be realised by the end of this year. The templates for guest lecture agreements will be revised by the end of the pilot phase. The extended implementation will be reported separately.

#### Reduction of the number of contracts when concluding agreements

To conclude a bilateral contract, two original versions (previously four) are always required. For internal purposes copies of the contract can be used. When applying for the conclusion of a freelance/service or work contract, the two originals and one copy for the University Administration are therefore required.

#### English contract templates

The corresponding templates, including for guest lecture agreements, have been available in both German and English in the contract administration section since summer 2017.

#### Finding contract templates made easier

So that you can find the templates for contract administration more easily, the following additional key words will be included in the administration's Service A-Z (German only): Gastvortrag, Honorarvertrag, Werkvertrag. All of these key-words will lead to the contract administration site.

#### Appendix »Framework Agreement«

For the purchase of freelance services (e.g. translation of texts) a new appendix »Framework Agreement« shall be made available for the corresponding freelance/service or work contracts. This shall allow the possibility, taking the requirements of public procurement law into account, to retain freelance services over a longer period of time and to be able to call on them based on current requirements at a particular time. The template is currently being created. When it is available, this will be reported separately.

Information sheet guest lecture agreements

- [www.uni-heidelberg.de/md/zentral/einrichtungen/verwaltung/innenrevision/hinweisblatt\\_vergütungssaetze-gastvortrag\\_hv-weiterbildung\\_ir112016.pdf](http://www.uni-heidelberg.de/md/zentral/einrichtungen/verwaltung/innenrevision/hinweisblatt_vergütungssaetze-gastvortrag_hv-weiterbildung_ir112016.pdf) (GER)

Guest lecture agreements (In German, but English agreements are available there)

- [www.uni-heidelberg.de/universitaet/beschaefigte/service/ir/honorarvertragswesen.html](http://www.uni-heidelberg.de/universitaet/beschaefigte/service/ir/honorarvertragswesen.html)

Service A-Z

- [www.uni-heidelberg.de/universitaet/beschaefigte/service/](http://www.uni-heidelberg.de/universitaet/beschaefigte/service/) (GER)

## **Long-term task of reducing bureaucracy**

The consolidation and institutionalisation of a reduction in bureaucracy was the subject of different suggestions, so that specific suggestions could also be introduced after the Taskforce's work came to an end. A »reducing bureaucracy« email address was suggested in this regard, or that in general a clear procedure be put in place.

The Taskforce considers the reduction of bureaucracy at the University to be an important continuous task, in particular in order to relieve the burden on researchers. The Taskforce's deliberations included:

- Setting up a portal for suggestions on improvements
- Regular requests for suggestions, e.g. every one or two years
- Regular administration retreats
- Contact person for reducing bureaucracy
- Regular review of administrative processes using external know-how
- Use of existing channels, e.g. the Budget Forum or Faculty General Manager meetings

The Taskforce will ask the new Vice-President Finance and Personnel, Dr. Holger Schroeter, to continue to deal with reducing bureaucracy and to support the catalogue of measures that was developed by the Taskforce.

## **Members of the Taskforce on Reducing Bureaucracy**

The following members made up the Taskforce:

- Dr. Angela Kalous, Vice-President Finance and Personnel
- Prof. Dr. A. Stephen K. Hashmi, Vice-President Research and Transfer
- Prof. Dr. Ursula Kummer, Faculty of Biosciences, Centre for Organismal Studies
- Prof. Dr. Thomas Lobinger, Faculty of Law, Institute for Civil Law, Industrial Law and Insolvency Law
- Prof. Dr. Dr. h. c. Stefan M. Maul, Faculty of Philosophy, Institute for Assyriology
- Associate Prof. Dr. Klaus Kempter, Dean's Office, Faculty of Modern Languages
- Dr. Martina Schaade, Dean's Office, Faculty of Chemistry and Earth Sciences
- Dr. Ralf Tolle, Center for Molecular Biology of Heidelberg University (ZMBH)
- Daniela Fabian, University Computing Centre (URZ)
- Maria-Paulina Heisenberg-Krebs, University Administration
- Senni Hundt, University Administration
- Tim Krützfeldt, University Administration
- Matthias Rolle-Weidemann, University Administration

### **Imprint**

Universität Heidelberg  
Die Kanzlerin

Seminarstraße 2  
69117 Heidelberg  
kanzlerin@uni-heidelberg.de